

BOSTON PUBLIC LIBRARY

MEMORANDUM

OCTOBER 22, 1992

TO: THE BOSTON REDEVELOPMENT AUTHORITY AND
PAUL L. BARRETT, DIRECTOR

FROM: BEVERLY JOHNSON, ASSISTANT DIRECTOR FOR INSTITUTIONAL
PLANNING AND DEVELOPMENT
DENNIS CALLAHAN, PROJECT MANAGER FOR INSTITUTIONAL
PLANNING AND DEVELOPMENT

SUBJECT: ST. ELIZABETH'S HOSPITAL AND ST. ELIZABETH'S HOSPITAL
FOUNDATION INSTITUTIONAL MASTER PLANS UPDATES

SUMMARY: ON OCTOBER 1, 1992, THE AUTHORITY IN ACCORDANCE WITH ARTICLE 51 OF THE BOSTON ZONING CODE, HELD A PUBLIC HEARING TO APPROVE THE MASTER PLAN UPDATES SUBMITTED BY (1) ST. ELIZABETH'S HOSPITAL AND (2) ST. ELIZABETH'S HOSPITAL FOUNDATION. AT THAT TIME, THE BOARD VOTED TO TAKE THE MATTER UNDER ADVISEMENT WITH THE STIPULATION THAT THE HOSPITAL ADDRESS CERTAIN PUBLIC BENEFIT CONCERNS RAISED BY THE BOARD. THE MATTER IS CURRENTLY BEFORE THE BOARD FOR FURTHER CONSIDERATION.

BACKGROUND

On October 1, 1992, the Authority pursuant to Article 51 of the Boston Zoning Code, held a public hearing to consider the submitted Master Plan Updates of both St. Elizabeth's Hospital and St. Elizabeth's Hospital Foundation. At the October 1st hearing, the Board voted to take the matter under advisement so that St. Elizabeth's Hospital could address the public benefit concerns raised by the Board.

Since the October 1st hearing, St. Elizabeth's Hospital has notified the Authority of its intention to implement and address the following concerns:

- 1). At the next scheduled meeting of the St. Elizabeth's Hospital Board of Trustees and Nominating Committee which will be held on December 1, 1992, the Hospital Administration shall recommend that an Allston-Brighton resident be appointed to the Board of Trustees;
- 2). That St. Elizabeth's will immediately initiate a public awareness out-reach program within the Allston-Brighton community to solicit interest in the St. Elizabeth's School of Nursing. This initiative will be incorporated within the School of Nursing's current bi-annual recruitment/job fair which targets newspapers and schools. The Hospital

shall report the results of these efforts to the Task Force and the BRA at the beginning of each nursing school semester;

- 3). St. Elizabeth's Hospital shall further provide nine (9) three year scholarships dedicated to qualified Allston-Brighton residents admitted to the St. Elizabeth's School of Nursing. These scholarships will begin with three (3) full scholarships for the next entering class in 1993, with an increase to six (6) full scholarships in 1994 and nine (9) full scholarships in 1995;
- 4). That at the conclusion of the initial landscaping program now being undertaken, the hospital will continue to work with the Task Force and BRA staff to undertake future landscaping improvements.

ST. ELIZABETH'S HOSPITAL MASTER PLAN

St. Elizabeth's Hospital (SEH) is located on approximately 13 acres of land in Brighton, bounded by Cambridge Street, Washington Street, Nevins Street, and Warren Street. The Hospital has been in operation at this location for more than 75 years and presently employs 2,300 employees, of which 1025 reside in Boston, and 616 reside in Allston-Brighton. The total gross floor area of the SEH campus is 786,495 square feet. The Master Plan for St. Elizabeth's Hospital was initially prepared in 1987, with updates in October 1988 and March 1990.

The March 1990 Master Plan defined several projects which involved the demolition, new construction, and renovation of the Hospital's facilities. The most significant project was the relocation of St. Margaret's Hospital for Women (SMHW) from its present Dorchester site to the SEH campus. This project is currently under construction and will consist of approximately 85,000 square feet of patient care facilities, primarily for obstetrical and maternity services.

Other projects identified in the 1990 Master Plan included minor alterations to the Cardinal Medeiros Pavilion to facilitate an entryway for mobile Magnetic Resonance Imaging (MRI) and Lithotripter units, completion of construction of a 53,000 square foot Medical Office Building, construction of an Energy Recovery Facility, major interior renovations to the Cardinal Cushing Pavilion and proposed development of a day care center for up to 42 children of SEH employees on the first floor of Our Lady's Hall.

ST. ELIZABETH'S MASTER PLAN UPDATE

The SEH commitment to the proposed 1992 Master Plan Update extends to the year 2005. No new major development projects are proposed in the SEH Master Plan Update.

A summary of the proposed 1992 SEH Master Plan Update can be defined as follows:

- o A significant change to the project described in the Master Plan Update involves the elimination of the so-called Nevins Street Extension. No such extension is contemplated now or in the future.
- o The proposed Energy Recovery Facility is no longer contemplated.
- o It is anticipated that the Cardinal Cushing Pavilion and the Mother Mary Rose Clinic Building will undergo extensive interior renovations in the near future. The Rosemary Quinn building will also require renovations or may in fact need to be replaced. Any and all proposed changes will be reviewed with the Task Force and the community prior to the submissions of any amendments to these Master Plans.
- o SEH is committed to eliminating employee and construction related parking on Brighton High property and surrounding residential streets.

ST. ELIZABETH'S HOSPITAL FOUNDATION MASTER PLAN

The St. Elizabeth's Hospital Foundation (Foundation) owns and operates 14½ acres of property adjacent to the SEH campus. The St. Elizabeth's Hospital Foundation was formed in 1980 to support St. Elizabeth's Hospital with non-patient care services and is the setting for charitable, educational and health care resources benefitting its neighbor St. Elizabeth's Hospital. A substantial portion of the Foundation property is open space, although there are four buildings on the site. The Master Plan Update for the Foundation property was originally prepared in 1988. An update was submitted on March 12, 1990 which defined one significant project, the construction of a 330-car parking garage on St. Elizabeth's Hospital Foundation property. The recently completed garage will service both St. Elizabeth's Hospital and St. Margaret's Hospital.

ST. ELIZABETH'S HOSPITAL FOUNDATION MASTER PLAN UPDATE

The Foundation's commitment to the proposed 1992 Master Plan Update has been extended to the year 2005. No new major development projects are proposed in the Foundation Master Plan Update.

A summary of the proposed 1992 Foundation Master Plan Update can be defined as follows:

- o The number of parking spaces in the parking garage was changed to 400 cars.
- o The Foundation has no present or future plans to develop the St. Gabriel Monastery property.

COMMUNITY REVIEW OF ST. ELIZABETH'S HOSPITAL AND ST. ELIZABETH'S HOSPITAL FOUNDATION MASTER PLAN UPDATES

The proposed Master Plan Updates for SEH and the Foundation have undergone an extensive master plan review process. This Master Plan review process included weekly meetings of a community Task Force, consisting of representatives of the Brighton Allston Improvement Association, the Washington Heights Civic Association, the Washington Hills Association, the Hospital, the Mayor's Office of Neighborhood Services and the Authority. These weekly meetings were held from May 28, 1992 to September 30, 1992. The purpose and sole intent of these meetings was to clarify the Hospital's future development plans and identify those outstanding short term and long term issues which the Hospital, the Authority, and the Task Force decided to address.

As a direct result of these meetings the Hospital has a firm commitment to meet regularly with Task Force members and other interested residents of the Allston-Brighton community to ensure that the provisions of these proposed Master Plan Updates as amended are followed. A schedule of weekly and monthly meetings has been set by and between the hospital and the Task Force.

COMMUNITY BENEFITS ACCRUED AS A RESULT OF THE MASTER PLAN UPDATES

The SEH and the Foundation Master Plan Updates will provide a variety of community services and benefits to the Allston-Brighton community. The Hospital values these services at \$3,186,000. Specific benefits include the following;

- o Continuation of and expansion of the renal dialysis program. In November 1992, St. Elizabeth's will invest \$70,000 in new equipment to meet the growing needs of the renal dialysis program. In July-August 1993 the Hospital will commence construction in the vacated St. Elizabeth's Ob-Gyn unit to relocate, expand and upgrade the renal dialysis program. It is expected that the number of new patients served will increase by fifty percent. The Hospital's financial commitment to this program for 1993 is valued at \$2,370,000.
- o The Hospital is committed to expanding and enhancing the Cardiac Rehab program and will coordinate these efforts with Cardinal Cushing Hospital and Caritas Christi to increase public awareness of the program and to target the hospitals outreach efforts to the Allston-Brighton community. This effort will involve expanding the existing staff, purchasing new equipment, producing an educational/community brochure to promote the accessibility of the existing program to Allston-Brighton residents, and organizing and opening up community participation in the Annual Cardiac Rehab Walk. The Hospital's commitment to this program for 1993 is valued at \$100,000.

- Continuation and expansion of the Physician Home Care Program for Allston-Brighton residents. This expansion will involve identifying new Allston-Brighton patients for the program, identifying and running additional free health screening (mammography and prostate cancer screening, etc.) for community residents, and production and distribution of an informational brochure to heighten community awareness of and participation in these programs. The Hospital's financial commitment to this program for 1993 is valued at \$75,000.
- Expanded Outpatient Psychiatric Care program, particularly for Allston-Brighton residents.
- At the next meeting of the St. Elizabeth's Hospital Board of Trustees and Nominating Committee which will be held on December 1, 1992, the Hospital Administration shall recommend that an Allston-Brighton resident be appointed to the Board of Trustees.
- That St. Elizabeth's will immediately initiate a public awareness out-reach program within the Allston-Brighton community to solicit interest in the St. Elizabeth's School of Nursing. This initiative will be incorporated within the School of Nursing's current bi-annual recruitment/job fair which targets local high schools. The Hospital shall report the results of these efforts to the Task Force and the BRA at the beginning of each nursing school semester.
- A pledge to establish nine (9) three year scholarships dedicated to qualified Allston-Brighton residents admitted to the St. Elizabeth's School of Nursing. These scholarships will begin with three (3) full scholarships for the next entering class in 1993, with an increase to six (6) full scholarships in 1994 and nine (9) full scholarships in 1995.
- The hospital is committed to working with the community in the development and implementation of a major three year landscaping program on the hospital campus. The Hospital's financial commitment to this program is \$85,000 (\$35,000 the first year, and \$25,000 for the remaining two years).
- That at the conclusion of the initial landscaping program as stated above, the hospital will continue to work with the Task Force and BRA staff to undertake future landscaping improvements.
- A pledge and concerted effort, including the implementation of bi-weekly meetings with contractors and sub-contractors, to hire Allston-Brighton residents for work on the present St Margaret's Hospital relocation project, which is presently under construction.

- o A pledge that the hospital will continue to hire Allston-Brighton residents for future construction related projects and in particular for the renovations of the Cardinal Cushing Pavilion, the Mother Mary Rose Clinic, and the Rosemary Quinn building.
- o A pledge that specific language shall be inserted in contractual obligations with future contractors that at least 50% of union employees hired will be residents of Allston-Brighton.
- o A commitment to work with the community to participate in an annual job fair geared to Allston-Brighton residents to enhance the opportunity for permanent employment at the hospital. The Hospital's financial commitment to this program is valued at \$10,000-15,000 per year through 1995.
- o Participation in ProTech, a four year school-to-work program in which the high school, the employer, and the community college share the responsibility for educating students. Upon completion of the ProTech experience, students will be equipped with the professional credentials necessary to enter the technologically demanding health care workforce of the 1990's. The Hospital's financial commitment to this program is \$70,000 per year for the next four years.
- o The continuation of the Hospital's commitment to Boston City Hospital and Boston Neighborhood Health Centers which is valued at \$161,000 for 1993.
- o For the purposes of fostering good community relations and addressing issues which may arise, a commitment to meet with the Washington Heights Civic Association, the Washington Hills Association, the Brighton Allston Improvement Association, and other interested civic groups a minimum of eleven times per year.

ONGOING ANNUAL COMMITMENTS TO THE ALLSTON-BRIGHTON COMMUNITY

The Hospital currently participates in various neighborhood programs which benefit the Allston-Brighton community. The Hospital values these services at \$4,662,000 per year.

- o Annual cash and services contribution to the Joseph Smith Neighborhood Health Center in Allston. The Hospital's financial commitment is \$110,000 per year.
- o Annual contribution to the Indo-Chinese Psychiatry Clinic at St. Elizabeth's serving recent Vietnamese immigrants living in Allston-Brighton. The Hospital's financial commitment is \$252,000 per year.
- o Free care to Allston-Brighton residents valued at \$2,300,000 for 1991.
- o Non-reimbursable bad debt for care given to Allston-Brighton residents valued at \$4,612,000 for 1991.

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- o Support for St. Gabriel's Parish, valued at \$50,000 per year.

CONCLUSION

Authority staff recommends that the Authority: (1) approve the Institutional Master Plan Update for St. Elizabeth's Hospital; and further (2) approve the Institutional Master Plan Update for St. Elizabeth's Hospital Foundation.

Appropriate Votes Follow:

VOTED: That the Boston Redevelopment Authority, in accordance with Article 51 of the Boston Zoning Code, approves the Institutional Master Plan Update for St. Elizabeth's Hospital, 736 Cambridge Street, Brighton; and further;

VOTED: That the Boston Redevelopment Authority, in accordance with Article 51 of the Boston Zoning Code, approves the Institutional Master Plan Update for St. Elizabeth's Hospital Foundation, 159 Washington Street, Brighton; and further;

VOTED: That said Master Plan Update approvals are conditional upon the following;

- 1). That St. Elizabeth's Hospital shall recommend to its Board of Trustees Nominating Committee within 90 days that an Allston - Brighton resident be appointed to the Board of Trustees;
- 2). That St. Elizabeth's shall immediately initiate an outreach program within the Allston-Brighton community to solicit interest in the School of Nursing, and shall report the results of these efforts to the Task Force and the BRA at the beginning of each nursing school semester;
- 3). That St. Elizabeth's shall provide nine (9) three year scholarships dedicated to qualified Allston-Brighton residents admitted to the St. Elizabeth's School of Nursing. These scholarships will begin with three (3) full scholarships for the next entering class in 1993, with an increase to six (6) full scholarships in 1994 and nine (9) full scholarships in 1995;
- 4). That at the conclusion of the initial landscaping program now being undertaken, the hospital will continue to work with the Task Force and BRA staff to undertake future landscaping improvements.

